HUNGARIAN UNIVERSITY OF AGRICULTURAL AND LIFE SCIENCES

Talent Recruitment and Selection in Shandong Province Guojin Automobile Manufacturing Company (Company C)

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1. Introduction

1.1 Background of the study

With technological advances and the emergence of entrepreneurs in various industries, SMEs have flourished, becoming the mainstay of science and technology innovation and contributing more to GDP growth and employment. However, SMEs face challenges such as low market visibility, financing difficulties, tough economic conditions and cost growth. The report of the 19th National Congress of the Communist Party of China (CPC)（2021） emphasized the importance of talent, and that the competition for technology and knowledge stems from the competition for talent. SMEs need to strengthen recruitment and selection in order to achieve sustainable development. Recruitment and selection aims to introduce talent, meet demand, reduce turnover, reduce costs, and realize the match between people and jobs. However, there are many problems in recruitment and selection in SMEs, such as small scale, limited funds, unscientific human resource planning, irregular recruitment and selection, which hinder the entry of excellent talents and are not conducive to the competition for talents.

Recruitment and retention of the right talent is key to the development of SMEs due to their own constraints. Compared to large enterprises, SMEs are at a disadvantage in terms of visibility and capital, making recruitment difficult. Nonetheless, SMEs provide a large number of jobs for society and are a driving force for economic development. However, with fierce competition in the market, SMEs are facing multiple difficulties in their development, among which recruitment and retention of talents are particularly critical. To this end, enterprises and the government are actively exploring ways to improve recruitment efficiency by, for example, establishing a talent development mechanism, signing long-term agreements with universities, and selecting talents on the basis of merit. SMEs are also exploring new talent development methods, cooperating with colleges and universities and related

parties to create a good mechanism to enhance the effectiveness of recruitment. Therefore, it is particularly important to study talent recruitment in SMEs to promote their innovative development.

1.2 Significance of the research

Recruitment has always been an important part of human resource management. It is particularly important for SMEs, which are currently in their formative years. At present, SMEs are developing strongly, playing an irreplaceable role in China's economic development and becoming a new force in the development of the national economy. With their unique advantages such as flexible response and changeable strategies, SMEs have provided a large number of jobs for the society while promoting the development of science and technology. In order to absorb talent, recruitment is a necessary part of the enterprise, standardized and professional recruitment process will produce good later results. In the general direction, learning to understand the recruitment skills is crucial to the development of small and medium-sized enterprises. With the development of social economy, especially the gradual establishment and improvement of China's modern management system, the role of human resources in enterprise development is becoming more and more important. The ultimate purpose of human resource recruitment in enterprise management is to win competitive advantage for the enterprise and make the enterprise invincible. Recruitment is an important element of human resource management, which is not only a prerequisite for effective human resource management, but also an important part of human resource management. Therefore, it is particularly important to establish an effective recruitment management system so that recruitment and management actively support and cooperate with the work of the enterprise.

(1) Theoretical significance

SMEs may encounter a variety of difficulties in the recruitment process, however, in some ways it also has its merits. For example, they are not bound by the traditional

recruitment, are not harsh in the appointment of talents, have more harmonious working relationship, good working atmosphere and more reasonable time arrangement, work appreciation and praise are more obvious, pay attention to the application and cultivation of talents, personnel management methods are more easily accepted, and the atmosphere of the enterprise is more united and upward. In addition, small and medium-sized enterprises in order to seek faster and better development, the demand for recruitment of talent is becoming stronger and stronger, especially the cultivation of core talent has become more of a key direction for recruitment of talent in small and medium-sized enterprises. Therefore, the analysis and research of recruitment problems around small and medium-sized enterprises can better promote the application of modern human resource management theories in the recruitment and training of talents in small and medium-sized enterprises, and carry out scientific theoretical analysis of the unique situation and problems of small and medium-sized enterprises, and try to explore a recruitment strategy suitable for the implementation and application of small and medium-sized enterprises, so as to solve the recruitment difficulties of small and medium-sized enterprises by using scientific methods.

In my current theses, I am searching for answers to the following research questions:

RQ 1: What are the major problems faced by SMEs in the recruitment process?

RQ2: What are the existing countermeasures or solutions to these problems?

(2) Relevance

Personnel recruitment work is the first part of the introduction of talents in SMEs, and also largely determines the number of talents, team quality and innovation ability of the enterprise in the future. At the same time, the recruitment level of SMEs also has a certain impact on the future staffing of the enterprise. If the staff recruited by the enterprise does not meet the development needs of the enterprise, then it will not be able to maximize the subjective initiative of the personnel, which will have a bad impact on the efficiency of the enterprise and the results of the work. In addition, if the employees are not selected to match the job positions, it will also directly constrain the overall level of human resources in the company. Therefore, this paper combines the actual operation of Company C to study the problem of talent

recruitment, which can help Company C to clarify the main problems of the current talent recruitment, so as to formulate a corresponding talent recruitment strategy. This is a good practical significance for the recruitment of talents and human resource management problems of Company C.

In summary, my objectives while conducting this research were as follows:

O1: Identify and analyze the main problems encountered in the recruitment process of SMEs and their causes.

O2: Propose and implement effective countermeasures against recruitment problems in SMEs.

The following hypotheses were tested:

H1: It is assumed that the recruitment problems of SMEs are mainly reflected in the irregularity and inefficiency of the recruitment process

H2: It is assumed that SMEs have a single recruitment channel, limiting the diversity of talent sources

H3: It is assumed that SMEs have a bias in talent orientation, resulting in a mismatch between recruited talent and job requirements.

1.3 Research Methodology

The research methods used in this paper to study the issues of recruitment and selection of personnel in Company C are as follows:

(1) Literature review method. This paper draws on literature such as journals, books, and articles to understand the theories, methods, and processes related to recruitment and selection in companies, and to understand the methods of selecting talent selection tools for different scenarios by studying and researching relevant theories.

(2) Questionnaire survey method. In order to better understand the problems of personnel recruitment in Company C, a questionnaire was issued to the employees of the company to objectively and accurately understand the opinions and suggestions of the employees on the recruitment and selection work of the company, which was used as the basis for further investigation of the causes of the personnel recruitment

problems in Company C.

(3) Interview method. Through face-to-face and telephone interviews, interviews were conducted with senior management, department heads, recruitment supervisors, and employees of the company to supplement the results obtained through the questionnaire. The qualitative competencies for different positions were identified through interviews with department heads in different positions.

2. Literature review

2.1 Current status of foreign research

By analyzing the content of human resource management, it mainly includes several modules such as selecting, educating, employing, retaining and evaluating people. Recruitment as an important part of human resources work, research on recruitment is the focus of attention of many famous management scientists at home and abroad, and it is the prerequisite for carrying out human resources management.

By analyzing the recruitment situation of enterprises, many recruiters do not particularly understand the talent needs of enterprises, coupled with management problems, directly affecting the quality of their staff recruitment. With the increase in the intensity of competition in enterprises, the impact of employees on the development of enterprises is becoming more and more important. Whether the enterprise can choose a reasonable method to carry out the selection of talent directly affects the sustainability of enterprise development. This paper, through the organization of related literature at home and abroad, found that the concept of human resources recruitment is relatively concentrated, and the specific concepts are defined as follows:

1. Research on the recruitment link in human resource management

First of all, the concept of recruitment began to study abroad earlier, and after years of development has formed a very comprehensive recruitment management system. As early as 1955, Peter Drucker put forward the concept of human resource management, and analyzed its role in the development of the company, laid a theoretical foundation for the development of enterprises. The United States is the earliest country to carry out human resource management and has accumulated very rich management experience, which provides a strong reference for our research.

According to Gamage (2018), the purpose of recruitment is to create a large enough pool of candidates to ensure that there are enough people with the necessary skills and

qualifications to fill vacancies.

Rynes et al. (2019) argued that recruitment methods are varied, and companies should make flexible choices and use them appropriately to ensure efficiency and effectiveness of recruitment and enhance the core competitiveness of the organization. The effectiveness of recruitment needs to be evaluated, and in this regard General Electric of the United States is the first to try, which mainly uses human resource-related recruitment indexes to scientifically and objectively explain and rationally account for the recruitment behavior of enterprises.

The development of career theory was examined by Super (2019) who stated that human resource management is an integral part of business management and should be given adequate attention like other management functions.

According to Abbasi, Tahir, Abbas, and Shabir (2020), recruitment is a process in which various categories of desirable candidates searching for the right job can be admitted into the said organization to gain access to the talent pool of employees and to gain a competitive advantage in the said market dynamics.

Furthermore, Geetha and Bhanu (2018) argued that in the era of increasing global competition and rapidly changing business environment, companies rely heavily on recruiting and retaining talented people whose contribution will add great value to the employing organization or institution.

According to Kaliannan (2018), the selection process is essentially a dismissal process in which the employer tries to find the best type of candidate by collecting various information about the candidate in the process in order to compare their suitability for the said job from a large pool of qualified competitors.

2.2 Research on the application of human resource management

Holland (2018) states that human development has stages, initially it was used for case studies, targeted and tendentious, when human resource management became an important function that was taken seriously, the scope of the functions of human resource management began to gradually expand from a single enterprise to multiple

enterprises, from the enterprise to the state, and has even evolved to become a dedicated tool of national politics.

Gannon (2017) adjusted the relationship between recruitment content and human resource management, and pointed out that the recruitment content was added after the development of human resource management to a certain stage, and the earliest recruitment theories mainly included two aspects of the recruitment cycle and hiring selection.

2.3 Studies on internal and external recruitment in companies

Rebien (2019), on the other hand, proposed the use of employee referrals to supplement the firm's need for employees, thereby plowing the probability and time of delay in recruitment.

Stuart (2017) used empirical evidence as a researcher on recruitment channels and the results showed that if a job seeker is recommended by an employee of the company, that job seeker performs well in the application process and is more loyal to the company after joining the company. Among all the recruitment channels, those who participated in the job application process with the help of agency or newspaper channels performed the worst.

Jackson (2016) in his researcher stated that the effectiveness of recruitment efforts should be evaluated in terms of cost, results, recruitment methods and approaches and the quality of work of new employees.

2.4 Research on the steps and links of corporate recruitment

Pierre (2005) suggests that enterprises should optimize the recruitment process from the three aspects of pre-recruitment planning, recruitment process and post-recruitment management. Before recruitment, it is necessary to communicate with the applicants by phone or e-mail to get a comprehensive understanding of the applicants' information. After the recruitment is completed, it is also necessary to further strengthen the communication and exchange with the newly recruited

employees and develop a training program for them after joining the company.

Alamro (2018) proposes the use of advanced science and technology to optimize the talent recruitment system of enterprises and proposes the use of problem-oriented recruitment model to complete the improvement of the existing recruitment system and improve the degree of fit between the enterprise's recruitment of employees and its needs.

Maria Vakola (2017) pointed out that if enterprises pay attention to recruitment and try to systematize it, it can be achieved by standardizing the human resources recruitment process. For example, methods such as formulating recruitment needs in advance, recruiting in the field, and communicating and coordinating. At the same time, he pointed out that despite the complexity and time-consuming interview process, companies prefer to use the interview method when recruiting to get the right people for the company.

Robert (2011) conducted a survey of 41 job seekers, 16 of whom believed that the reason why they would change their impression of the recruiting company was based solely on the behavior of the recruiter, and 16 of whom originally had a good impression of the recruiting company and wanted to submit their resumes, but because of the poor behavior of the recruiter, they also made them give up the idea of applying for a job with the company, which concluded that the behavior of the recruiter plays a significant role in the recruitment of talent for the company. This concludes that recruiter behavior plays a very important role in talent acquisition.

Lance (2012) argues that if a company's recruiters are experienced, they are more likely to arouse the goodwill of job seekers, making it easier for job seekers to identify with the recruiting company.

In conclusion, most of the research results show that the behavior of the recruiter affects the recruitment effect, while other factors, such as the recruiter's work experience and personality traits, do not affect the recruitment of talent.

2.5 Research on the application of recruitment theories in organizations

Stevens (2018) mainly carried out the exploration related to recruitment effectiveness and confirmed that the evaluation of recruitment effectiveness can be realized through utility analysis. From this, at the same time, some other recruitment indicators can be used to evaluate the effectiveness of recruitment, such as recruitment investment, recruitment effectiveness, recruitment depth and recruitment methods.

2.6 Current status of research in China

On the domestic front, research scholars analyze the advantages and disadvantages of enterprise operations through different perspectives on the current situation of human resources in enterprises and offer opinions and suggestions. The main research angles are counted as follows:

1. Research on recruitment link in human resource management

Xiaoyu (2023) proposes that with the prosperous development of social economy, small and medium-sized enterprises (SMEs) are growing faster and faster, and the proportion of SMEs in the national economy is increasing year by year, which has become an indispensable part of the national economy. Employees, as an important asset of the enterprise, have a significant impact on the development of the enterprise. As a populous country, China has a sufficient human resource market, and finding suitable employees is a key issue in the recruitment work of modern SMEs.

With the arrival of the Internet era, the research of recruitment management has a new direction. Jiayu et al. (2017) and Tong (2018) have combined the "Internet +" era and the environmental background of big data to study the new opportunities brought by the current recruitment management, specifically the following three aspects. First, the recruitment channels have been broadened. Recruitment methods mediated by the Internet tend to be diversified, and network recruitment has become mainstream. At this stage, the widely used social platforms, such as microblogging, WeChat,

Google.com, etc., have opened up new channels for enterprise recruitment. Secondly, it improves the recruitment efficiency. The broadening of recruitment channels has enriched the choices in the process of enterprise recruitment implementation, releasing recruitment information, applicant screening, access to job talent resources, interviews, communication and other aspects of varying degrees of enjoyment of efficient and convenient services, which to a certain extent shortens the time to seek suitable candidates. Third, people and organizations to match the degree of investigation more accurate. With the network recruitment platform can be candidates for online assessment and big data image comparison, rapid realization of the potential qualities and abilities of candidates mining, to help the interviewer in the assessment process to more accurately grasp the degree of match between the "people and the organization" to reduce the candidate's ability to reduce the error between the demand for jobs, improve recruitment efficiency. The interviewer will be able to find out more accurately the match between the candidate and the organization during the assessment process.

Nan (2018) pointed out that recruitment done properly can bring vitality and vigor to an enterprise and promote innovation and development. It is also noted that recruitment is an art and it is the most important aspect of the human resource modules. Recruitment with magical art effect should be able to make the best use of the talents and select the people who are the most wanted and the most competent for the position in the enterprise and use them for the enterprise.

Hui and Sheng (2023) proposed that effective recruitment is a key element to achieve sustainable and healthy development, enterprises should scientifically formulate strategic planning for human resource management, improve recruitment channels and selection methods, build a specialized recruitment team, follow the principle of matching the ability with the job, and improve the effectiveness of the enterprise's recruitment.

2.7 Research on the steps and links of enterprise recruitment

Run (2018), in the course of his research, divided the existing recruitment problems of enterprises into three aspects: first, enterprises do not pay attention to human resources planning, and do not incorporate it into the enterprise development strategy; second, enterprises do not set up specialized human resources recruitment teams, resulting in more problems with their existing recruitment system; third, enterprises lack the necessary publicity measures, resulting in many personnel not being able to obtain the enterprise's recruitment information in a timely manner Third, the enterprise lacks the necessary publicity measures, resulting in many personnel not being able to obtain the enterprise's recruitment information in time. Therefore, in the future development process to further strengthen the human resources planning and will be included in the enterprise development strategy. Before the implementation of recruitment, we should also do a good job of publicity, and broaden its recruitment channels to ensure that the quality of its recruiting staff to improve.

Kun (2020) suggests that the quality of recruitment directly affects the sustainability of the development of institutions. In the research process, we chose the institutions as the research object, analyzed the current recruitment situation and the existing problems in recruitment, and gave the improvement strategies that can be used from the aspects of staff recruitment rules, plans, assessment and management, etc., so as to provide a reference for the optimization of the staff recruitment system of the institutions.

Xintong (2018), on the other hand, chose Baby Island Company as the research object and analyzed the current employee recruitment situation in depth, concluding that the current corporate recruitment channels are relatively single, poorly standardized, and the corresponding plan is not formulated before recruitment. At the same time, according to the current business situation and future goals of Baby Island Company, it gives the optimization countermeasures it can take from four aspects: recruitment planning, recruitment channels, recruitment process and recruitment team.

Di (2019), on the other hand, chose Company N as the research object and analyzed

the current situation of its grassroots employee recruitment, pointing out that its recruitment of grassroots employees lacks overall planning, and the overall recruitment process is not perfect. On this basis, it is proposed that the recruitment planning of grassroots employees should be further improved, and uniform and perfect recruitment standards should be formulated to improve the fairness and scientificity of the company's recruitment. In addition, Company N should further broaden the recruitment channels, increase the recruitment assessment, and realize the steady improvement of the quality of the recruitment work.

Yilin (2018) studied the external recruitment methods of SMEs, i.e., online recruitment, and concluded that online recruitment has a wide range and fast feedback, but it is important to pay attention to conducting the initial resume screening should be rigorous, otherwise it will cause potential recruitment risks or even operational risks to the company.

Chu (2019), on the other hand, chose AMS company as the research object, analyzed its existing organizational structure and employee composition in detail, and on this basis, used a questionnaire to analyze the current situation and problems of the company's employee recruitment, and finally gave the optimization measures it can take from the aspects of recruitment channels, processes and evaluation.

Huan and Qian (2018) proposed through analysis that the current lack of planning in the recruitment process of enterprises, and the lack of supporting recruitment systems and processes, affecting the composition and sustainability of the existing talent of the enterprise, not able to provide sufficient human resources reserves for the development of the enterprise, and ultimately reducing the efficiency of the enterprise personnel utilization.

Xiaomei (2019) chose Company Has the research object, analyzed its existing staffing situation and recruitment process, through the analysis of specific data information, it was concluded that the management of Company H did not pay enough attention to the recruitment process, and did not create the corresponding recruitment system and organization of special recruitment team, which ultimately led to a large gap between the recruitment results and the company's needs, affecting the follow-up of the

Company H. The result is that there is a big gap between the recruitment results and the company's needs, which affects the reserve of talents in Company H. In view of the existing recruitment problems of Company H, he puts forward corresponding countermeasures from the formulation of employee recruitment plan, the selection of recruitment channels, the formulation of recruitment standards and the evaluation of recruitment work. At the same time, he gives the guaranteed measures for the smooth implementation of the optimized recruitment system in Company H.

Fangxu (2020) analyzes the recruitment situation of an enterprise and concludes that there are still many problems in the company's recruitment process, system and channels, etc., and there is no unified recruitment standard, which directly affects the quality of recruitment. Therefore, in the future development process should be analyzed from multiple aspects to get the problems existing in its existing recruitment system and the solution countermeasures that can be taken to promote the continuous improvement of the quality of employee recruitment.

Xiaoxin and Bin (2018) believe that the standard of small and medium-sized enterprises to carry out recruitment can be scientifically measured, and through the accurate analysis of recruiting needs and the image expression of recruitment standards, it is possible to complete good recruitment work for enterprises.

From the point of view of literature organization, the definition of recruitment by domestic and foreign scholars is relatively uniform. Chinese scholars' research on enterprise recruitment is more specific compared to foreign scholars, more combined with the actual situation of small and medium-sized enterprises in their own countries, and involves the steps and links of enterprise recruitment, as well as recruitment assessment and recruitment risk issues. Personnel recruitment is the activity of enterprises to obtain human resources through the labor market. It is a process in which enterprises release recruitment information through different channels to meet their own development needs and select excellent talents through appropriate selection methods. The research in this paper will combine these research results to study the personnel recruitment problems of enterprises with the background of small and medium-sized enterprises and put forward corresponding countermeasures for

personnel recruitment.

2.8 Overview of relevant concepts and theories

Overview of Small and Medium Enterprises

Small and medium-sized enterprises (SMEs) are located in various industry sectors and play an important role in the national economy, and governments also have different policy support and legal assistance for SMEs in each sector.

Jun (2017) suggests that foreign governments provide some support policies for SMEs in various industry sectors.

For example, the U.S. has set up matchmaking organizations for SMEs and provides loans for SMEs to ensure that they can operate and develop normally. The European Union has the most comprehensive assistance for SMEs, with a streamlined approval process, the creation of a special information website for SMEs, the sharing of resources between enterprises through the sharing of information, in addition to providing SMEs with specialized consulting services and subsidy policies; and Brazil is more directly through the establishment of a service station to achieve the whole process of all-around services for SMEs.

According to Yilin (2018), SMEs are generally defined as enterprises established in accordance with the relevant laws and national policies that contribute to the enhancement of labor productivity of enterprises of a specific size. SMEs limit the size of the enterprise, but do not limit the type of ownership. The process of setting up the size standard for SMEs is standardized, and the specific basis for setting up has data such as the number of employees, profit, total assets, etc. After the relevant departments of the State Council have sorted and counted, the standard will be submitted to the State Council for review. Simple organizational structure, less hierarchical departmental distribution, rapid communication, and limited number of employees are all typical characteristics of small and medium-sized enterprises. Compared with larger enterprises, SMEs have obvious advantages and disadvantages in terms of human resources (Xue,2016).

The advantages are mainly reflected in the following aspects:

Business operators have a high level of literacy. Fanfan (2017) believes that the legal person and business manager of small and medium-sized enterprises are often the same person, so they are able to achieve a detailed understanding of all aspects of business operations, as well as having rich experience, a wide range of contacts, and a certain degree of knowledge of business management, etc.

(2) Small and medium-sized enterprises have some advantages that large enterprises do not have, such as a good working atmosphere, flexible working hours, clear promotion channels for employees. In such an atmosphere, employees can better utilize their own initiative (Binbin,2016).

(3) Small and medium-sized enterprise operators can effectively play the enthusiasm of employees. Small and medium-sized enterprises have a limited scale, the number of employees is low and other characteristics, in this characteristic small and medium-sized enterprises can timely communicate with their own staff information, continuous communication can maximize the understanding of the needs of the enterprise's employees, according to the needs of the staff to set up incentives for performance, from the follow-up to stimulate the staff's work motivation and enthusiasm for work (Super DE,2019).

The disadvantages of small and medium-sized enterprises are equally obvious:

The human resource system is not perfect enough. Small and medium-sized enterprises (SMEs) are characterized by limited size and limited capital, and these factors constrain the development of human resources in SMEs. Most of the SMEs have only a small number of human resource management personnel, and these people usually do not undergo systematic training, and even some enterprises do not have human resource departments, which are managed by administrative and other functional departments on behalf of the management.

According to Huizhu (2018), the effect of human resources needs a long period of time to be able to play out, and there needs to be a time lag of playing a role, some operators of small and medium-sized enterprises are short-sighted, and they only pay attention to the department that generates operational benefits, ignoring the role of

human resources, which makes the play of the role of human resources impeded .

(2) Job positioning is not clear. Enterprises need to rely on a scientific job management system whether they are conducting recruitment, performance appraisal, and payroll. Small and medium-sized enterprises are small in scale and small in number, and in most cases, employees need to master different areas of work skills, and the definition of positions is vague.

(3) SMEs lack recruitment attraction. According to Jing (2018), large enterprises can recruit excellent talents through brand influence and sufficient funds, but the attractiveness of small and medium-sized enterprises in recruiting talents is obviously insufficient, which is manifested in the following ways: low market awareness, lack of funds, unsound management, and poor salary and welfare treatment.

2.9 Job Matching Theory

Person-job matching is the basis for rational allocation of human resources, emphasizing the right person in the right position, enterprises usually need to pay attention to the needs of the enterprise and the quality of the staff in recruitment, so as to achieve the goal of the post to get the right person, the right person for the right job. The initial concept of job matching is put forward by Frank Parsons, the godfather of career guidance, and John Hollander, a professor of psychology in the United States, put forward in 1971 on the basis of the personality characteristics of people should be engaged in a certain degree of match, and the concept was made into the theory of job matching, and in the book, John Hollander divided personality into six types, and put forward six corresponding occupations. In the book, John Hollander classified personality into six types and proposed six corresponding career ranges, which are: realistic, research-oriented, artistic, social, corporate and conventional, and the theory of job-matching is nowadays commonly used in the human resource work of career recruitment and selection (Jie, 2010).

By scientifically analyzing the needs of the enterprise and the characteristics of the employees, and accurately matching the positions can help the enterprise to rapidly

improve the overall efficiency. In order to be able to accurately match positions, recruitment should be done from multiple perspectives, such as: career, organization, team and position (Jingyi, 2016). Employee-career matching is the most critical aspect, and job seekers can select from a range of careers that match their traits based on test results. Career choice theory states that job seeker preferences also play a crucial role in future career choices.

2.10 Competent quality theory

Yan (2018) in his study, the Competent Person's Gillian Theory, suggests that the comprehensive qualities of an individual can tell whether the worker can adapt to the demands of the job and the development of the enterprise. These comprehensive qualities mainly include a variety of performance indicators such as personal character traits, psychological dynamics, self-evaluation, work ability, experience, and social cognition. McClelland (1973) pointed out that the previous test criteria were not applicable to both the high demands of the position and the inability to measure the effectiveness of the work, and through several years of research, pointed out that the previous theories showed an irrational tendency towards older women, ethnic minorities, and people at the bottom of the social ladder.

Considering the above factors, he concluded that the effectiveness of the business cannot be studied and analyzed through hypothetical studies, and through his research, he concluded that:

Sampling using statistics is more scientific (2) Tests should include before and after comparisons of individual characteristics (3) Tests need to confirm in advance all the indicators included in the quality of personnel; (4) Test indicators must be inseparably related to the effectiveness of the enterprise's work; and (5) Tests should cover what is happening in the field and what is likely to happen.

3. Materials and methods

3.1 Analysis of the current situation of staff recruitment in Shandong Province Gujin Automobile Manufacturing Co. (Company C)

3.1.1 Introduction of Company C

As a manufacturer of automotive parts, Company C is committed to solving customer problems and providing comprehensive services to win customers' favor. Its operating philosophy is "Customer, Beginner's Mind, Creative Change, Win-Win", and it strives to become a leading automotive parts industrial service provider in the industry.Company C pays close attention to customers' needs, and meets the requirements of technology, specialty products, production lines and other aspects by virtue of its technological strengths and high-quality products. It has provided more than 100 kinds of parts manufacturing solutions for national famous automobile enterprises, and has reached strategic cooperation with many automobile enterprises in the industry, aiming to develop into a mature automobile parts manufacturer and industrial service provider. automotive parts manufacturer and industrial service provider.
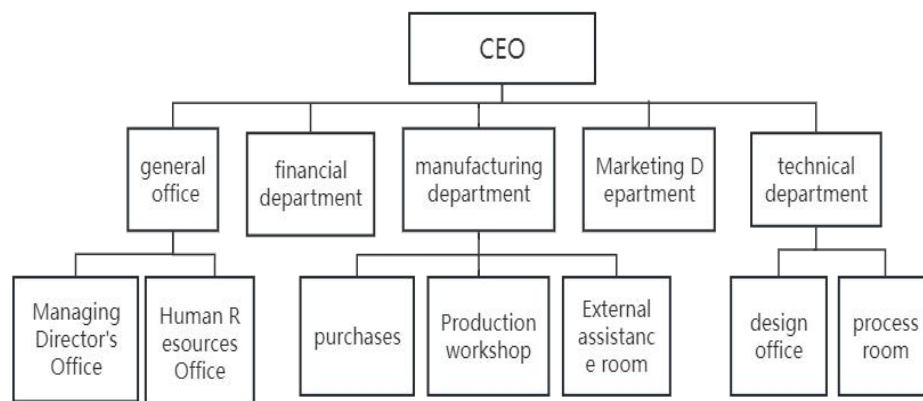
Figure 1 Organizational Chart of Company C

Source: Based on Company C's internal information.

In Figure 1, the organizational chart of Company C shows that the company currently has a general department, a finance department, a manufacturing department, a marketing department and a technical department, and the organizational structure and specific functions of each department are as follows:

(1) The General Department manages the enterprise's day-to-day operations and human resources. The human resources room is responsible for overall personnel planning, recruitment, training, appraisal, and labor relations management. Personnel planning is carried out at a specific time point. After determining the organizational framework of the company and the responsibilities of each department, personnel are assigned to their respective posts. Recruitment is based on job requirements, and personnel are selected, hired, and dismissed accordingly. A comprehensive training plan is developed and implemented for all types of personnel based on a set cycle. The performance appraisal is based on pre-measured production and management indicators for each department. Personnel will complete the performance appraisal, which is linked to salary and labor relations. The responsible person will sign employment contracts and ensure the employee's benefits, including five insurance and one gold, are provided. The General Manager's Office is responsible for setting up various positions, including recruitment commissioner, assessment commissioner, payroll commissioner, and labor relations management commissioner.

(2) The function of the Finance Department is mainly to carry out effective financial management of the enterprise production and operation. Its job duties mainly include reimbursement of expenses for production and service personnel and sales personnel, costing and budgeting of products, external tax work and formulation of financial statements.

(3) The Manufacturing Department is the largest department in Company C. It mainly consists of three departments: the Purchasing Room, the Outsourcing Room, and the Production Workshop. The purchasing office is mainly responsible for the purchase of raw materials, the outsourcing office is mainly responsible for the outsourcing processing of some castings, and the production workshop is responsible for the manufacturing of products.

(4) The Technical Department covers two major departments, the Design Office and the Process Office, whose functions focus on product development and drawing design, and the Process Office, whose functions focus on planning process routes.

(5) The Marketing Department is crucial for Company C to communicate with the external market. Its typical duties include researching and analyzing the market, planning sales volume, setting and refining sales targets, and collaborating with other departments. Additionally, the sales department should maintain good customer relations while ensuring effective internal communication and coordination. The sales department includes positions such as sales manager and sales staff.

In summary, Company C has a well-structured organization. However, the recent downturn in the industry market has led to a decline in the company's efficiency. This has resulted in a significant number of technicians and marketing personnel leaving the company, causing a serious brain-drain in the technology and marketing departments of Company C. Company C needs to quickly recruit suitable talent to maintain normal operations due to the current brain drain problem.

3.2 Existing Personnel System of Company C

3.2.1 Age structure statistics

Through interviews and research, it is learnt that due to the high mobility of personnel in Company C, the existing 267 employees are mostly young in number, and the main age structure distribution is shown in Figure 2.

Figure 2Age structure distribution of employees in Company C

Source: author's own research, 2023

As can be seen from Figure 2, among the 267 employees of Company C, the number of employees in the age group of 20-25 is the largest, reaching 98, accounting for 37% of the total number of employees, and the number of employees in the age group of 26-30 is 86, accounting for 32% of the total number of employees. It can be seen

that the proportion of young employees in Company C is high, totaling 69%, and the overall age distribution is reasonable.

3.2.2 Distribution of job personnel

According to the interviews, Company C has 267 employees, with the manufacturing department having the largest number of employees at 114, followed by the technical department with 89, the marketing department with 54, the finance department with 6, and the general department with 4. The main staff distribution ratio is shown in Figure.3.
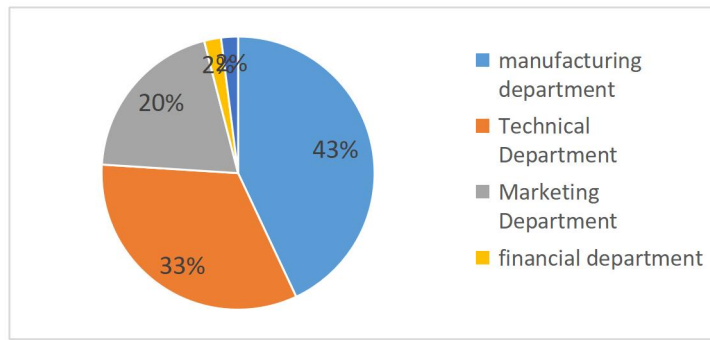
Figure.3 Percentage distribution of employees by department in Company C

Source: author's own research, 2023

In Figure 3 it can be seen that the current number of personnel in the manufacturing department accounts for 43% of the total number of employees, followed by the technical department with 33%. These are the two main departments in Company C. The number of personnel matches the jobs and is a normal distribution of personnel.

3.2.3 Academic structure analysis

In terms of educational structure, according to the interviews with relevant departments, the overall educational level of Company C is relatively low, and the number of employees is still dominated by the number of people with bachelor's degree or below, which is of course dominated by shop floor workers, which accounts for a larger proportion. Secondly, there are 114 employees with bachelor's degree, and

the number of master's degree and doctor's degree is less, as shown in Figure 4.
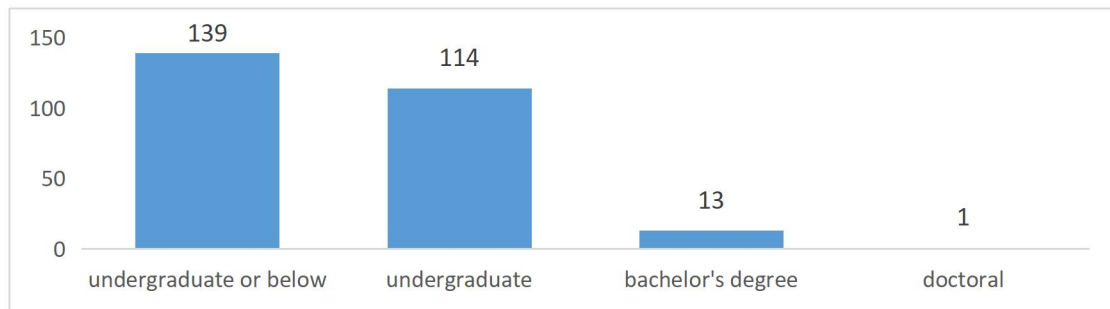
Source: author's own research, 2023

In Figure 4, Company C currently has only one employee with a doctoral degree and 13 employees with a master's degree, all of whom belong to the company's technical department. The number of employees with bachelor's degree is 114, accounting for 43% of the total number of employees, and the number of employees with less than bachelor's degree is 139, accounting for 52% of the total number of employees. 2.4 Employee mobility

In the analysis of the age structure of the company, it is mentioned that there are more young employees in Company C. However, in the research interviews, it is understood that Company C has a large staff mobility, and the overall staff turnover rate is increasing year by year, as shown in Figure 5.
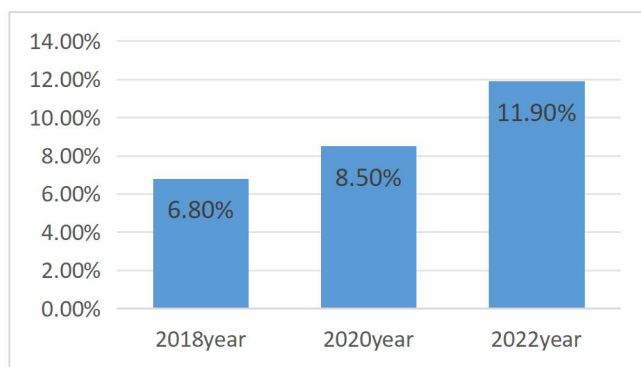

Figure 5 Employee Turnover Rate of Company C

Source: author's own research, 2023

In Figure 5 it can be seen that the staff turnover rate of Company C has shown a rising

trend year by year in the past three years, indicating that the number of staff turnover in the company has increased year by year in the past three years, which has to a certain extent affected the overall staff structure of Company C, as well as the company's normal operation and development.

3.3 Recruitment Methods and Processes of Personnel in Company C

3.3.1 Recruitment methods

Company C's current recruitment methods include newspapers, periodicals, TV and on-site recruitment. Newspaper recruitment is greatly affected by geography, suitable for local large-scale recruitment, fast, full of content, but staff dispersal, poor timeliness. Magazine recruitment target is clear, easy to store, but geographically limited, slow feedback. Television and radio are intuitive, quick response and wide coverage, which can enhance the visibility, but the cost is high and the effect is not lasting. On-site recruitment is commonly used to print job information, low cost, easy to attract applicants, but limited by the recruitment area. With the development of the network, recruitment methods are constantly changing, Company C needs to scientifically plan recruitment means to adapt to the needs of the times and improve efficiency. Combined with the questionnaire information statistics, we understand that Company C's current recruitment methods are mainly based on website recruitment, and also use various forms such as field school recruitment, third-party intermediary, labor market and traditional newspaper recruitment, etc. From the current situation of the company's recruitment channels, it can be summarized into the following eight aspects.

(1) Website Recruitment: This is a commonly used form of recruitment in Company C. At present, the company has used Wisdom Link Recruitment for staff recruitment. At present, the company has been posting its own recruitment information on the Wisdom Link Recruitment platform for a long time, and also posting information on free websites, specifically including Hire.com and other commonly used recruitment

software.

(2) Spot Recruitment: The machinery manufacturing industry tends to organize exhibitions at important points in time, and Company C will also make use of this opportunity to release its own recruitment information in crowded places, striving to recruit the most suitable talents in the shortest possible time.

(3) Recruitment in the talent market: There are large-scale recruitment activities in the talent market every year, and Company C will also seize this opportunity to select recruitment targets more intuitively.

(4) Campus Recruitment: Campus recruitment offers several advantages, including accurate professional orientation, high recruitment efficiency, and low recruitment costs. Enterprises can easily find professional counterparts and energetic young graduates on campus. Campus recruitment is not the only option, as fresh graduates may lack enterprise-related work experience. Therefore, companies may need to provide longer training periods. Additionally, there may be instances of employees leaving the company shortly after adapting to their position. Company C targets fresh graduates as an important recruitment demographic. To achieve this, the company will publish recruitment advertisements in colleges and universities in the province and neighboring provinces. After several rounds of interviews, outstanding graduates will be selected.

Additionally, Company C maintains long-term communication and interaction with major intermediaries, such as employment agencies, to select suitable candidates through registration.

(6) Company C's preferred recruitment method for high-level positions is headhunter recommendations.

(7) To improve recruitment efficiency and effectiveness, Company C also utilizes employee recommendations to quickly and effectively select talented individuals.

(8) Newspaper Recruitment: If necessary, Company C will also recruit through this traditional medium.
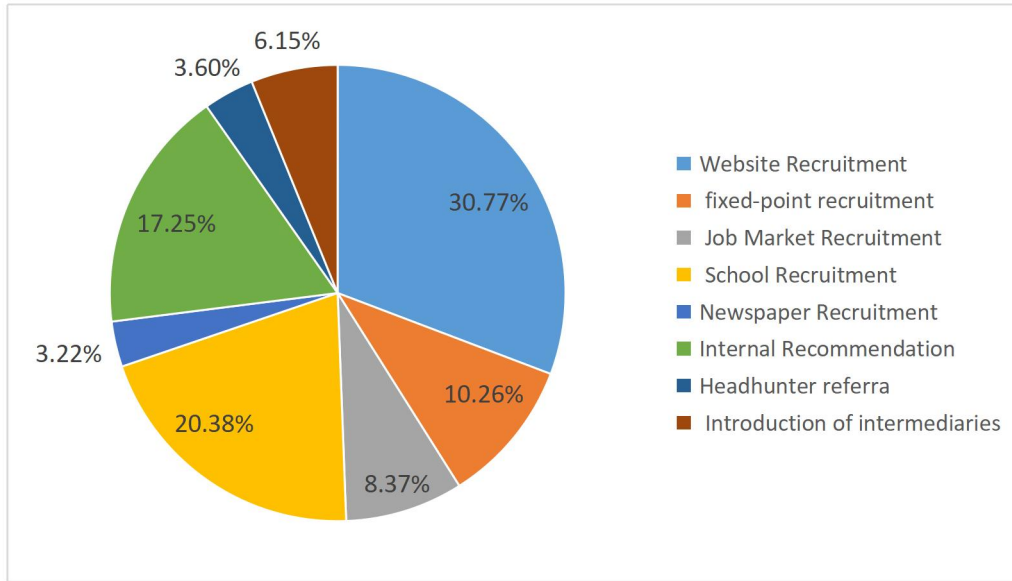
Figure 6 Statistics on employee recruitment channels of Company C in the past three years

Source: author's own research, 2023

3.3.2 Recruitment Process

According to the questionnaire survey on the recruitment process of Company C, Company C's recruitment steps are divided into 4 steps, including demand confirmation, information disclosure, interview selection, and personnel hiring. The details are as follows:

(1) Demand Review: Company C's demand confirmation process is the process of verifying the existence of demand for each position based on the staffing situation. This process can be divided into two categories: in-demand recruitment and out-of-demand recruitment. In-demand recruitment occurs when a position becomes vacant due to departure, and the department reports the employment demand. The recruitment is then reviewed by the supervisor and approved by the HR director. Out-of-demand recruitment occurs when a position is found to have less demand than previously measured by workload. In this case, the human resources department will report the reduced demand by providing relevant certificates. Recruitment can then proceed through three stages: audit by supervisory leaders, review by the human resources director, and approval by the general manager.

Additionally, this section pertains to information disclosure. After confirming the

demand, recruiters should select the appropriate channels to disclose information based on the job requirements.

(3) Interview selection: Company C's interview selection process is roughly divided into two stages: the first interview and the second interview. The first interview is generally conducted by the human resources department in charge of recruitment personnel to interview candidates. The second interview is generally arranged by the hiring department.

(4) Recruitment. After the interview selection process, the successful candidates will be required by the department and the human resources manager double confirmation, when the recruiter to provide the information provided by the candidate to confirm that there is no error, it will enter into the hiring process, including communication with the successful applicants for the position, salary confirmation, the time to join the company and the relevant process description and so on.
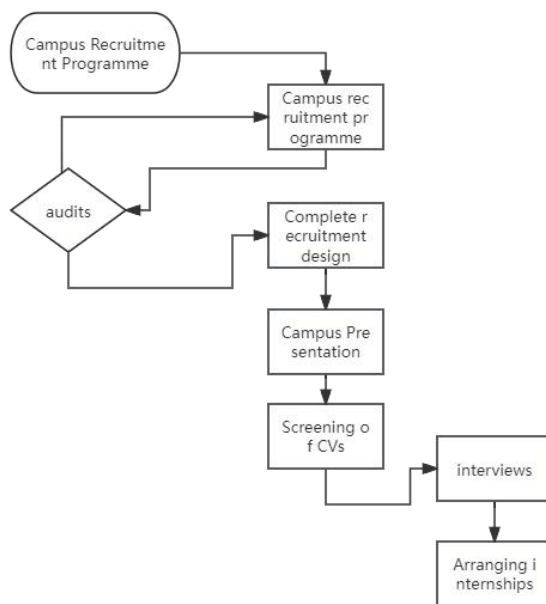
Figure7 Campus Recruitment Process

Source: Company C's internal information
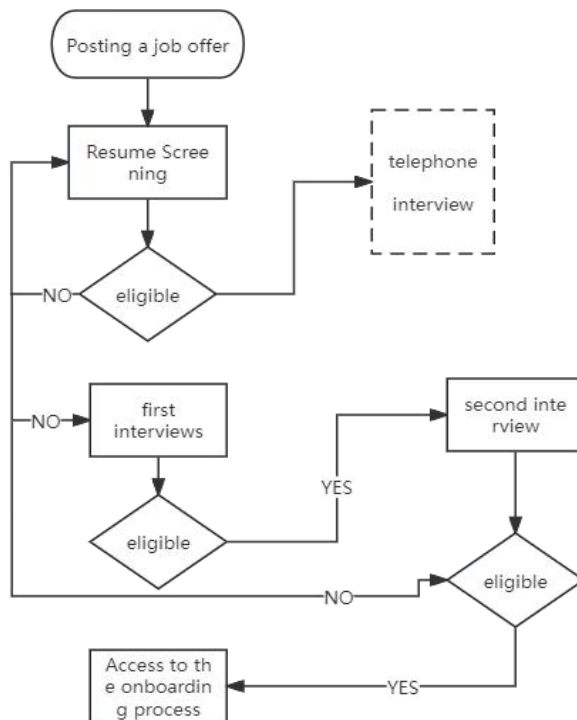
Figure8 Social Recruitment Process

Source: Based on Company C's internal information

3.3.3 Recruitment channels

Recruitment channels are the methods used to reach potential candidates and can be categorized as either internal or external. Internal recruitment is preferable when there is a sufficient quantity and quality of existing personnel or when there is a high demand for recruitment. Methods of internal recruitment include job adjustment, job rotation, reappointment, and internal promotion. External recruitment is typically more appropriate when a company requires new employees, particularly in the early stages of business. There are various external recruitment methods, including network recruitment, school recruitment, field recruitment, traditional media recruitment (such as journals, magazines, radio, and television), third-party agencies, employment agencies, internal staff recommendations, and headhunters. The recruitment method chosen by an enterprise depends on various factors, including the stage of the enterprise, the characteristics of the position being filled, and the enterprise's preferences.

Company C is in the growth stage and prefers to recruit ordinary staff externally due to low requirements. However, for higher-level positions such as senior operators or key technical personnel, the company focuses on internal or network recruitment to select candidates who understand the enterprise better. Furthermore, if the position necessitates crucial personnel, Company C favors external recruitment or selecting from other companies' employees to maximize the strengths of the personnel.

4. Findings: Analysis of the problems and causes of staff recruitment in Company C

4.1 Analysis of the problems of personnel recruitment in Company C

On the basis of interviews and research on the existing personnel system of Company C, combined with the formal recruitment process of the enterprise, the current problems of personnel recruitment in Company C are summarized, as shown in Figure9.
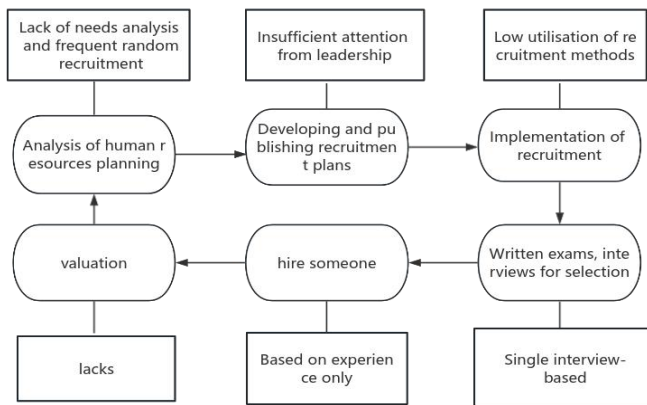
Figure 9 Problems in Recruitment in Company C

Source: author's own research, 2023

Figure 9 analyzes the current recruitment problems in Company C in terms of standardized recruitment process: in the human resources planning stage, Company C has insufficient job demand analysis, often because of temporary recruitment after the departure of the employee; recruitment plan development and release is lacking, the leadership pays insufficient attention to it, and the blindness of the plan is high. In the implementation stage, the utilization rate of recruitment methods is low, mainly based on employee recommendation and local talent market, and management recruitment relies on headhunters. In the selection, hiring and evaluation stages, only a single interview is used to decide on hiring, and there is a lack of follow-up evaluation,

reflecting an unstandardized recruitment system.

4.1.1 Recruitment does not match job requirements

Company C has the following problems in recruitment: firstly, the applicants often do not match the requirements of the positions, especially in management and technical positions, which is mainly due to the simple recruitment process, insufficient demand analysis, and most of the employees are young people, and it is difficult to meet the demand for skills and quality, and the recruitment process is prone to subjective or unprofessional assessment. Secondly, the employee departure rate is high, especially the new employees in the probationary period, because the new employees are difficult to meet the requirements of Company C in a short period of time, and they are not satisfied with the salary and atmosphere, the lack of scientific and professional assessment during the recruitment process leads to the mismatch between people and enterprises. Finally, there is a misunderstanding in the recruitment of Company C, preferring to choose the best rather than the most suitable, which leads to the excellent personnel may not adapt to the position or dissatisfaction with the status quo of the enterprise and leave, bringing losses to the enterprise. Therefore, Company C should improve the recruitment process, strengthen the demand analysis, conduct professional assessment, and focus on recruiting suitable rather than only excellent people.

4.1.2 Insufficient attention of the leadership to the recruitment work

The concept of hiring is a company's preference for talent, and the concept of hiring in Company C refers to the importance it attaches to talent, whether it can hold a long-term positive attitude towards talent, and whether it can provide matching salary levels to attract talent. On the one hand, for candidates, they have to consider the company's rules and regulations, cultural concepts, personal promotion space and other factors, and even the influence of these has exceeded the salary, is becoming more and more high-quality job seekers to pursue. On the other hand, the managers of

the enterprise also have a crucial influence on the recruitment method. They are in the management of the enterprise, and their choice of recruitment methods plays a guiding role in the direction of the whole enterprise. From the interview results, the management of Company C does not pay enough attention to recruitment, as shown in Figure 10.
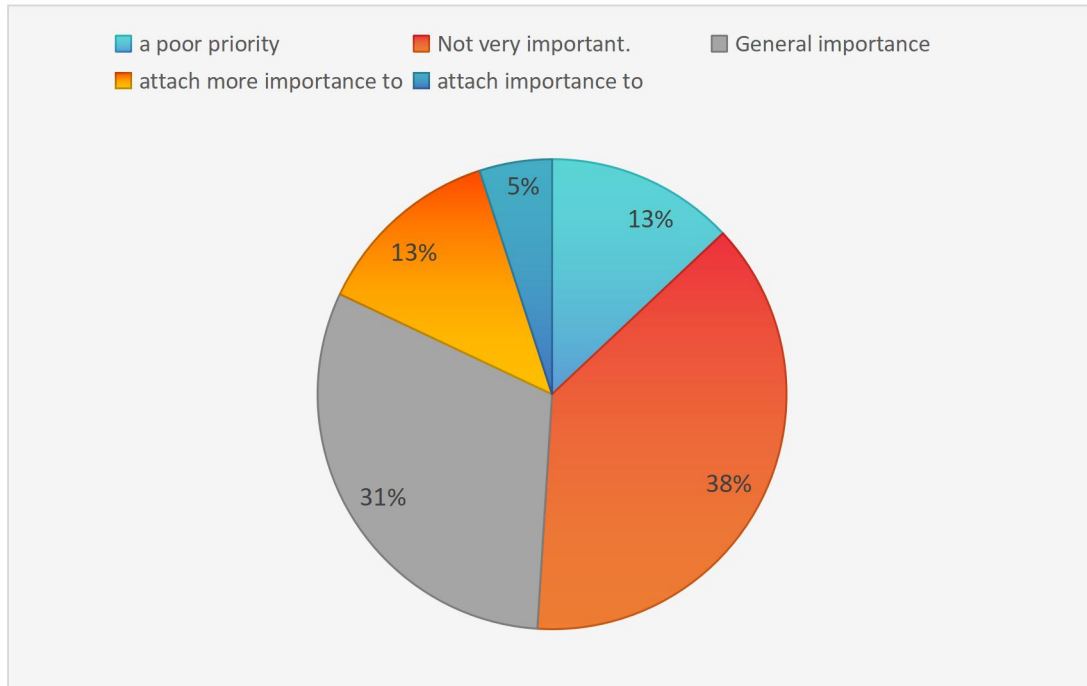
Figure 10 Interview research on the degree of importance attached to recruitment by the leadership of Company C

Source: author's own research, 2023

As can be seen from Figure 10, 38 per cent of the interviewees believe that the leadership of Company C does not attach much importance to recruitment, while only 5 per cent believe that it attaches great importance to it. Only 5 per cent of the interviewees thought that the leadership of Company C attached great importance to recruitment. In the actual interviews, it is understood that the management of Company C prefers internal recruitment, which they believe can more favorably bring into play the initiative of existing employees and does not attach much importance to external recruitment as shown in Figure11.
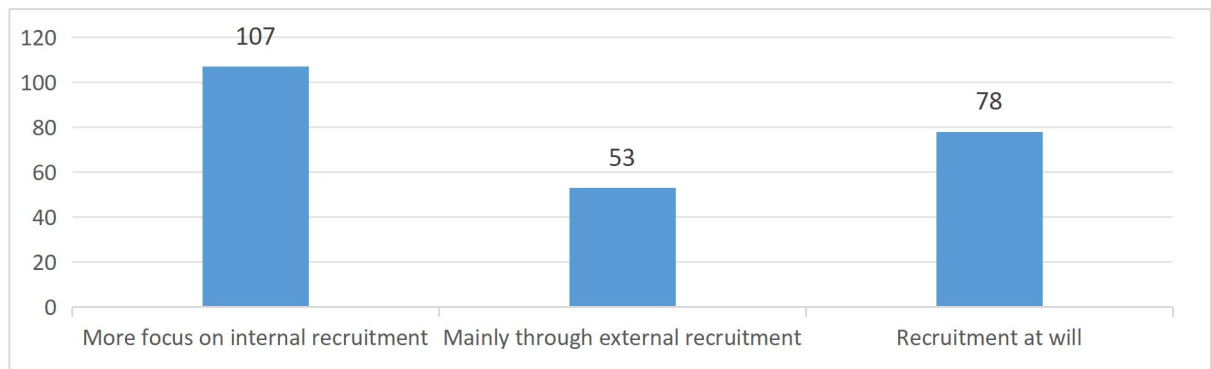
Figure11 Interview Results of Company C's Leadership on the Choice of Recruitment Channels

Source: author's own research, 2023

In Figure 11 we can see that 107 of the interviewees think that the management of Company C pays more attention to internal recruitment, and as the management of the enterprise, the degree of importance attached to the recruitment work to a large extent can determine the direction of the construction and development of the enterprise's talent system, and the degree of importance attached to the recruitment work by the management of Company C restricts the level of the level of the recruitment and the level of the recruitment. At the same time, Company C can't do the same thought and action to the capable applicants, the management of Company C has high demand for talents and hopes that the enterprise can recruit the high-level talents. But there is no corresponding salary incentive system to attract talents, and it is impossible to achieve the same position of different levels and different educational qualifications of different treatment of talents. For example, Company C's current salary setting for the position of human resources commissioner is not targeted, there are currently three people in the position, including different levels of education and skill levels, but the company has almost no difference in salary treatment, equal pay is not able to attract and motivate talented employees.

4.1.3 Poor utilization of recruitment methods

The selection of recruitment channels is an important measure for Company C to acquire the talents it needs, and the communication between the company and the

candidates is also carried out through recruitment channels. However, different timing, demand levels, volume and cost constrain the choice of channels. Recruitment channels are the first factor to be examined in the recruitment process, and Company C must choose which channel to use by taking into account the recruitment needs, the level of demand, and the strengths and weaknesses of the channels themselves. Each recruitment channel has different extensiveness and applicability, and the number and level of job seekers faced by different channels will also be different. Through

Figure 12 Statistics of employee on-boarding channels in Company C in 2020

Source: author's own research, 2023
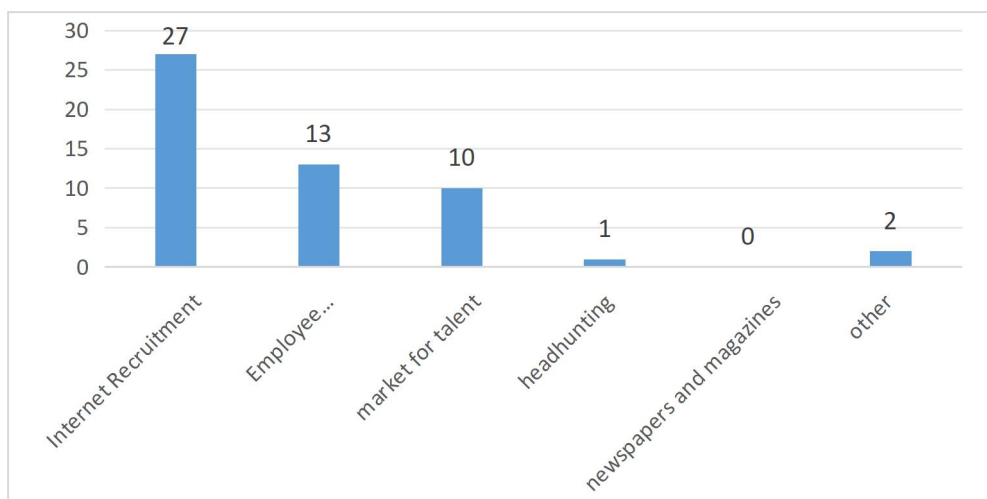
The recruitment methods mentioned in Figure 12 are commonly used by Company C in recruitment. However, Company C is overly concerned with the cost factor when recruiting, which results in the company's low utilization of recruitment methods. Company C prefers journal and magazine recruiting, internet recruiting and on-site recruiting due to their relatively low cost. Periodicals and magazines are traditional media and have been slowly eliminated from the market with the development of modern society and economy. On-site recruitment is regional and time-based, and the recruitment effect is limited. Internet recruitment is a more popular method nowadays. Its advantage is that it is widely used and can expand the recruitment scope as much as possible at a lower cost, but its disadvantage is that some positions in Company C

are not suitable for this recruitment method. In addition, recruiters influence the choice of channels to a great extent. They do not consider carefully when choosing channels and do not consider from the aspects of the specificity of the position, the requirements of the position, the difficulty of recruitment, the applicability of the recruitment method, etc., but blindly follow the trend and lack the autonomy of choice. In order to avoid the trouble caused by the diversification of the recruitment channels, Company C often adopts only one method of recruitment, such as on-site recruitment. To avoid the trouble of diversifying recruitment channels, Company C often adopts only one recruitment method, such as on-site recruitment, which to a certain extent affects Company C's chances of obtaining more excellent talents.

4.1.4 Lack of standardized recruitment system

At present, China is in a market economy, the degree of demand for talent is relatively high. Whether for the talent itself or for the employer has the freedom of choice, this situation is very favorable to both enterprises and individuals, to make the best use of talent. However, the recruitment concept of Company C is insufficient and the system is not perfect, which can't standardize the recruitment work. Theoretically, recruitment should be systematic, strict and comprehensive, but Company C's process is not scientific and standardized, only to meet the current demand, ignoring the long-term development and talent training. First of all, Company C lacks scientific job analysis, recruitment relies on job requirements, there is no standardized process and assessment tools, subjective experience is dominant, there are many emergency and temporary recruitments, which is costly and ineffective, and the assessment of employees' psychology and quality is inaccurate. Secondly, recruiters are highly subjective, do not have a comprehensive grasp of the company's technical knowledge, interview selection is not objective, lack of professionalism and strategic height to publicize the company, affecting the evaluation of candidates and corporate image, hindering the smooth progress of the recruitment work.

4.2 Analysis of the causes of the problem

In view of the previously mentioned problem of brain drain in Company C, combined with the research perspective and content of this paper, a questionnaire was designed to investigate and analyze the causes of brain drain in Company C. A total of 260 questionnaires were distributed, 130 of which were distributed through on-site research and paper questionnaires. A total of 260 questionnaires were issued, 130 through on-site research and paper questionnaires issued in the form of 130 through WeChat, questionnaire survey website and other ways to fill in by the staff of Company C. The questionnaires were returned 238 validly, and the questionnaire was validly returned 238 effectively. The questionnaires were effectively retrieved 238 copies, with an effective recovery rate of 91.5%.

Combined with the previous analysis of the current situation and problem analysis, in order to better understand the causes of recruitment problems in Company C, a questionnaire was designed for the survey. The questionnaire is divided into three parts: first, the basic situation of the respondents, in order to count the personnel system of Company C; second, the current situation of recruitment, covering the recruitment methods, processes, channels, based on the current business situation of Company C; third, the causes of the problem survey, based on the analysis of the existing recruitment problems, and to understand the staff's views and opinions of the recruitment work. The questionnaire results show that Company C's recruitment problems mainly stem from ignoring the scientific recruitment process and adopting

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┌─────────────────────────┐         ┌─────────────────────────┐
│ Recruiters not analysing│         │ Recruitment does not    │
│        business needs   │         │ match job requirements  │
├─────────────────────────┤         ├─────────────────────────┤
│ Insufficient investment │         │ Insufficient leadership │
│ in human capital in     │         │ focus on recruitment    │
│ enterprises             │         ├─────────────────────────┤
├─────────────────────────┤   ⇒     │ Low utilisation of      │
│ Lack of a sound human   │         │ recruitment methods     │
│ resources management    │         ├─────────────────────────┤
│ planning system         │         │ Lack of regulated       │
├─────────────────────────┤         │ recruitment system      │
│ Recruitment standards to│         │                         │
│ be standardised         │         │                         │
│          reason         │         │          problem        │
└─────────────────────────┘         └─────────────────────────┘
            ⇧                                   ⇧
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| Human resources planning analyses | → | Developing and publishing recruitment plans | → | Execution of recruitment | → | Written examination, interview selection | → | hire | → | valuation |

more temporary and blind decisions, as shown in Figure 13.Figure 13 Causes of staff recruitment problems in Company C

Source: author's own research, 2023

4.2.1 Recruiters do not fully analyze the needs of enterprises

If the enterprise in the recruitment of personnel cannot carry out job analysis, it is easy to cause the personnel cannot be qualified for the job or not their own expected nature of work and other phenomena occur, do not carry out specific analysis to meet the recruitment of recruitment will result in unsatisfactory recruitment results. company C currently exists in the recruitment of personnel do not fully understand the needs of the enterprise situation, as follows:

First of all, the human resources department of Company C fails to accurately understand the theory of job matching, which leads to the failure of analyzing the needs of the enterprise. From the point of view of job matching theory, the company should choose the corresponding personnel according to the job requirements to achieve job matching. Company C is not clear about the needs of the position first, cannot accurately set out the comprehensive quality and ability requirements of the position on the personnel, resulting in subjective assumptions about the recruitment of personnel, for the recruitment of positions cannot choose the most suitable candidates. For example, in January 2019, due to personal reasons, the parts inspector of the quality department of Company C left the company and needed to urgently recruit a parts inspector. The human resources office of Company C did not fully communicate with the quality department about the job requirements of the parts inspector, and

directly released the recruitment information, and the day of the recruitment of the minister of quality due to business trips did not participate in the human resources office in a hurry to complete the task from the interviewees based on subjective assumptions to choose a "good performer", but in the actual entry into the job, the employee However, after actually starting work, the employee did not understand the detection of non-conforming parts, resulting in a lot of parts backlog and detection errors, causing dissatisfaction with the supplier, and finally had to be re-recruited. This is a series of problems caused by the recruiter's inadequate analysis of job requirements.

Secondly, when Company C is currently recruiting personnel, most of them urgently release recruitment information only when there is a shortage of personnel in the position (as shown in Figure 14), while the accumulation and screening of recruited personnel is a long process, and it is relatively difficult to recruit people suitable for the company's positions in a short time.
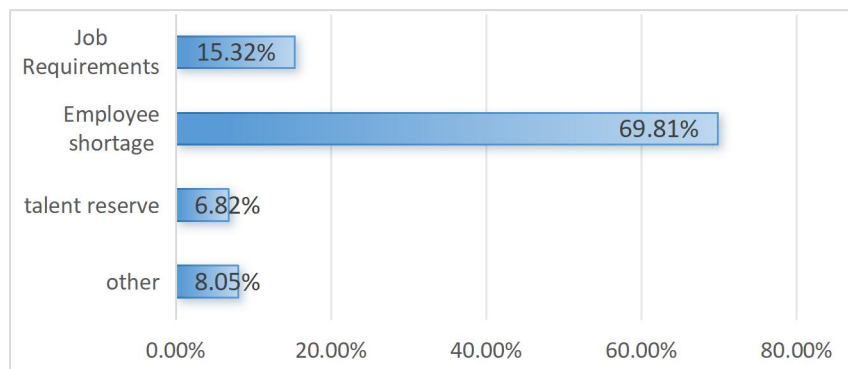
Figure 14 Survey on the Reasons for Staff Recruitment in Company C

Source: author's own research, 2023

As can be seen in Figure 14, 69.81% of the respondents believe that Company C recruits due to the urgent need of the employees and does not fully consider the needs of the organization. For example, if Company C expands the size of its marketing department in 2019, recruitment needs are not planned in advance, resulting in time-consuming and labor-intensive and possibly recruiting personnel who do not meet the requirements. In addition, Company C's recruitment lacked timeliness considerations and was often recruited due to temporary needs, which increased costs

but did not match the demand plan. Meanwhile, Company C's recruitment lacked objective job analysis, did not conduct statistical surveys, and had vague job requirements, resulting in recruitment results that did not match expectations. For example, when recruiting marketing specialists in 2018, the recruitment information lacked specific criteria, resulting in candidates not meeting the needs. Recruiters rely too much on the company and leadership recommendations, ignoring the opinions of relevant departments, and understanding subjectivization. The recruitment analysis process of Company C is old, not adjusted with the changes in the market environment, and lacks of modernity and adaptability.

4.2.2 Insufficient investment in human capital of enterprises

The competition in today's society is fundamentally the competition of talents. The position of human capital in social capital is gradually rising and is increasingly playing an irreplaceable role. As we all know, human capital is carried by human resources, and there is an inseparable relationship between them. Human resources are innate and constantly developing, when more and more behaviors (such as learning, guidance, training, transfer, etc.) are injected into it the content will be constantly enriched, the knowledge, ability and experience will be enhanced, and human capital is gradually generated. Company C did not focus on the investment of human capital, to avoid the human capital costs lead to an increase in financial costs, through the quantification of the human capital costs is more helpful to reflect the degree of human capital's contribution to the profit of the enterprise.

From the results of the questionnaire survey, 51% of the respondents believe that the leadership of Company C does not pay attention to the recruitment work, not to mention the rich human resources awareness, which leads to the recruitment work of Company C cannot be standardized to improve. Company C's human resources awareness is very scarce, do not pay attention to the long-term development of human capital, and do not give the human capital of the corresponding financial investment.

Company C adheres to the principle of saving in the recruitment process, whether it is

the choice of recruitment channels, staff salary or education and training costs, the company is the first to save, for the future career development of the staff is completely ignored. This problem can be seen in Company C's annual cost budget, as shown in Table 1.

Project costs	budget
carriage	30.00
security costs	8.00
taxes	6.00
power fee	120.00
reception fee	65.00
business travel expenses	72.00
Office Supplies & Consumables	3.00
Other office costs	6.00
welfare costs	5.00
car allowance	3.00
Lunch allowance	3.95
Commuting allowance	15.00
Petrol costs	35.00
Telephone	2.00
Computer repairs	6.00
Other repairs	10.00
Staff heating costs	55.00
Fixed assets	2.00
Audit, litigation, royalties	3.00
Operation service fee	60.00
Others	5.00
total	514.95

Table 1 Budget Details of Annual Expenses of Company C in 2020

Source: Company C's internal information

In Table 1 it can be seen that there are no cost items related to recruitment or training in Company C's 2020 expense budget breakdown. It shows that Company C has no corresponding capital expenditure plan for recruitment. For ordinary employees, salary is the result of their hard work, which shows the recognition of their superiors for their work and plays a paving role for their ability to improve and future development. Company C's failure to offer adequate salary packages creates a problem for recruitment and retention.

4.2.3 Lack of perfect human resource management planning system

According to the theory of human capital investment, expanding the total quantity and strengthening incentives are the key means of human capital investment. In order to stand in the competition, enterprises need to strengthen incentives in addition to expanding the total number of employees. Motivation is an acquired cultivation ability, adequate skill instruction and operation training can improve the standard of employees, stimulate the creative energy, and bring the development of the enterprise.Company C, as a small and medium-sized enterprise, is not rich in capital, which leads to insufficient investment in the total amount of human capital and incentive measures. The complexity of employee positions reduces efficiency, one person for many uses makes the enterprise passive, and leaving the company will lead to work chaos. Company C lacks human capital incentives, employees lack re-learning and training opportunities, single skills, and under-utilized potential, which is not conducive to the long-term development of the enterprise. Company C only carries out safety training in the workshop, and other skills training is missing. In addition, Company C does not pay attention to human resource planning and believes that recruitment is to recruit when there is a shortage of people, and the response of talents is lagging behind. Figure 15 shows that Company C has lagged in human

No planning, recruitment when vacancies occur	86
Have a plan for the year	67
Forecasting staff requirements based on business development	62
Well-established human resources planning	23

resource management planning system.

Figure 15 Survey on HRM Planning System in Company C

Source: author's own research, 2023

As can be seen in Figure 15, 87 respondents believe that there is basically no planning for recruitment in Company C. Recruitment is only considered when there are vacancies. The lack of comprehensive human resource planning is also the main reason why the recruitment system of Company C is a mere formality. Human resource planning requires companies to do a good job of assessing the talent market and the overall demand for jobs beforehand, and then match their specific recruitment plans so as to achieve the results. the lack of a complete human resource planning system in Company C has resulted in the blindness of the company's recruitment process. In the long run enterprises will lose the upper level design of talent recruitment, resulting in the recruitment of personnel level, level of uneven and other adverse consequences.

4.2.4 Recruitment standards to be standardized

Now more and more enterprises are beginning to pay attention to talent recruitment and believe that talent is the key to improving the comprehensive competitiveness of enterprises. Key. Therefore, enterprises often expect that they can find the best talent, the "best" rather than "the most suitable" as the selection criteria, in the recruitment process focus on the academic qualifications and work experience of job seekers, but the recruitment results are not satisfactory.

However, the recruitment results are unsatisfactory. The most outstanding people who enter the company find that the requirements of the enterprise in various aspects are still far from their expectations and cannot meet their own development needs, so they

choose to leave the company in droves. In this regard, Company C also has more obvious problems from the statistics of the survey results, as shown in Figure 16.
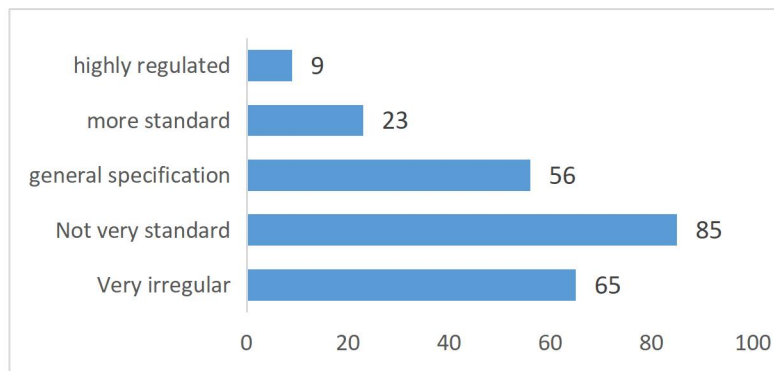

Figure 16 Survey on Standardization of Recruitment in Company C

Source: author's own research, 2023

In Figure 16, only 32 people approve of the standardization of Company C's recruitment work, and 150 respondents believe that Company C's recruitment lacks standardization. Enterprises need to position themselves accurately and should not overemphasize "the best", but rather seek to find the right person for the right job, which is the key. In addition, the personal information provided by some candidates is not comprehensive enough, focusing on basic information materials (such as name, gender, date of birth, education, work performance, etc.) to fill in the information, which is still not complete for some positions. Meanwhile, from the analysis in the previous section, Company C usually recruits only when the position is vacant, and the recruitment work is always time-critical and task-intensive, and if there is no scientific job analysis and human resource planning system, it will result in low utilization of the recruitment method, and the recruiters and employers are prone to selecting people with their preferences, which will lead to the recruited personnel often failing to satisfy the job requirements, all of which are caused by a lack of recruitment standards.

For example, the recruitment of parts inspectors in January 2019 mentioned above, due to time constraints and the lack of job analysis and human resources planning system, the human resources room through the interview performance of the employees recruited are not competent to meet the needs of the post, which is also a lack of recruitment standards.

5.Conclusions and recommendations on recruitment issues in Company C

After the study, the following hypotheses were concluded:

Hypothesis 1 will be accepted: the recruitment process is closely related to the recruitment effect. It is found that the recruitment methods of SMEs still focus on several common ways, and the recruitment process of SMEs is indeed closely related to their recruitment effectiveness. Optimizing the recruitment process, simplifying unnecessary links and improving recruitment efficiency can significantly improve the quality of recruited talents and overall effectiveness.

Hypothesis 2 will be accepted: the diversity of recruitment channels directly affects recruitment effectiveness. Company C relies too much on traditional recruitment channels, such as job boards and job markets, in the recruitment process and ignores new channels such as social media and campus recruitment. This limits the company's sources of talent to a certain extent and reduces the chance of selecting excellent talents. Therefore, expanding diversified recruitment channels is important to attract more excellent candidates.

Hypothesis 3 will be accepted: the development of clear and reasonable recruitment standards is the key to improving the match between talents and jobs. In the recruitment process, Company C's description of job requirements and skill requirements is not clear enough, which leads to a certain deviation between the recruited talents and the job requirements. Therefore, small and medium-sized enterprises should clarify the job requirements and enterprise development strategy, develop specific recruitment standards to ensure that the recruited talents can create value for the enterprise.

After analyzing the current situation of employee recruitment in Company C, the research questions and research hypotheses can be concluded as follows:

First of all, research hypothesis one about the irregularity and inefficiency of the recruitment process in SMEs has been verified. SMEs do have problems such as

irregular process and subjective decision-making in the recruitment process, which leads to consequences such as long recruitment cycle and high cost, which in turn affects the operational efficiency of enterprises. Therefore, optimizing the recruitment process and improving the recruitment efficiency is one of the keys for SMEs to solve the recruitment problems.

Secondly, the research hypothesis two about the single recruitment channel of SMEs has also been verified. SMEs rely too much on traditional recruitment channels, which limits the diversity of talent sources. In order to broaden the sources of talents, SMEs should actively expand new recruitment channels, such as online recruitment, to cover a wider group of talents.

In addition, research hypothesis three about SMEs' bias in talent orientation is also confirmed. SMEs pay too much attention to superficial factors, such as education and experience, when recruiting, while ignoring the potential and actual ability of individuals, resulting in a mismatch between talents and job requirements. Therefore, it is an important measure for SMEs to improve the effectiveness of recruitment to establish scientific talent assessment standards and methods to accurately determine whether talents are suitable for the development needs of the enterprise.

According to the previous problem analysis, combined with the questionnaire survey to point out the reasons for the recruitment problems in Company C, based on the enterprise personnel recruitment process, the countermeasures for personnel recruitment in Company C are proposed, as shown in Figure 17.
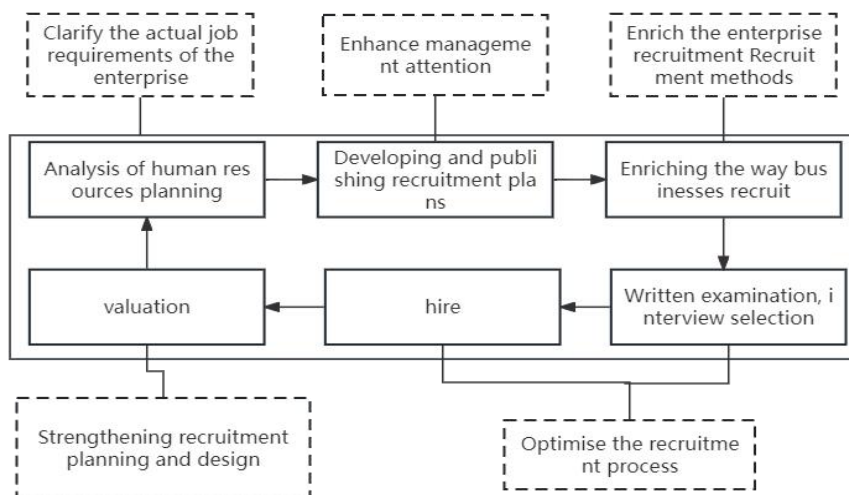
Figure 17 Recruitment Strategy of Company C

Source: author's own research, 2023

Figure 17, combined with the enterprise personnel recruitment process, puts forward the personnel recruitment countermeasures of Company C, mainly for the existence of problems in the recruitment process of the various aspects of the countermeasures put forward, including a clear definition of the actual job requirements of the enterprise, to strengthen the management's attention to the recruitment work, to enrich the recruitment methods of the enterprise as well as to improve the recruitment system of the enterprise.

5.1 Clarify the actual job requirements of enterprises

5.1.1 Attaching importance to the application of job matching theory

Based on the job matching theory, Company C aims to achieve a high degree of fit between the recruit's competencies and the job requirements, and to improve the efficiency and results of recruitment through an in-depth understanding and application of the theory. Job matching is the cornerstone of successful recruitment, which requires Company C to ensure the precise match between the person and the position, and to comprehensively consider the correlation between the two in the recruitment process. This matching process is based on an in-depth analysis of the position and a comprehensive assessment of the candidate, and Company C needs to fully grasp these two aspects of information to achieve an effective match to ensure that the recruited personnel can be perfectly adapted to the position, and to improve work efficiency and effectiveness. In this process, recruiters need to understand the specific requirements of each position and use this as the basis for personnel selection. At the same time, Company C should also pay attention to the personal needs and career intentions of candidates, because different candidates may have different expectations and goals for the same position. By taking these factors into

consideration, Company C is able to more accurately match personnel with positions and optimize recruitment.

5.1.2 Fully understand the responsibilities of all positions in the enterprise

The prerequisite of recruitment work is that recruiters need to clarify the specific requirements of each position. company C needs to deeply analyze and understand the relevant positions in the enterprise, to ensure that the following two points are met: firstly, to clarify the value, function and nature of the position; and secondly, to scientifically assess whether the candidates have the qualities and strengths required by the position. Recruiters should take the initiative to study the job description and accurately grasp the job requirements. To this end, Company C has developed a list of job responsibilities based on the existing departmental organizational structure (see Appendix B). It should be noted that job requirements change with time and environment and need to be adjusted in a timely manner. company C can consider job requirements from various aspects such as working environment, business characteristics, staff level and talent tendency of managers.

5.2 Strengthening management's attention to the recruitment process

5.2.1 Focus on the application of human resource management theory

(1) Establish a correct concept of employee recruitment

The top management of Company C should have a clear understanding of recruitment, and squarely recognize that human resource management is to match limited resources to suitable positions. First of all, the correct cost concept, to make clear that the investment in employee compensation is also an investment in the future value of the enterprise; second is to pay attention to talent, to fully realize that the future development of the enterprise is to rely on talent, and only the innovation of the talent to promote, the enterprise can be long-term development. The last is to pay attention to the ability, C company recruitment can not only consider the academic

qualifications, but also give full consideration to the ability to work and the ability to deal with work pressure, in order to recruit the right talent as the goal.

(2) Emphasize human resource management

The top management of Company C should strengthen the role of human resource management in the enterprise, and at the same time, strengthen the construction of human resource management system, at the same time, the core staff of the enterprise has a greater contribution to the enterprise, and their efficiency and effectiveness are better than the general staff, Company C should extraordinarily strengthen the training of the core staff, in order to lay a good foundation for the long-term development of the enterprise.

(3) Find professional people to do professional things

Corporate executives have more experience in business operations, but if all the professional management to do everything himself, from the management energy or the overall development of the enterprise is not recommended. Generally speaking, with the development and growth of enterprises, managers need to make trade-offs, will be more professional work for the decentralization of rights.

5.2.2 Strengthen the financial support for talent motivation work

From the previous cost budget analysis, it can be seen that Company C has not invested enough in talent incentives. Although the senior management attaches importance to talent incentives, but the grassroots investment is not enough, and the incentive investment is not enough to recognize. It is not enough to focus only on top-level incentives, and it is necessary to increase the investment in learning and training to improve the quality of employees and improve efficiency. Company C should pay attention to technical and sales talent incentives, and set up a learning platform to help new employees adapt to the enterprise, accelerate the adaptation to the position, and understand the employees in depth, and provide guidance for the recruitment. This platform to improve the quality of employees, ability to effectively carry out their work, speed up operations and improve overall efficiency. At the same

time, it enhances the goodwill of employees towards the enterprise, which is conducive to reducing the departure rate.

5.3 Enriching enterprise recruitment methods

5.3.1Expanding Recruitment Channels

Recruitment channels are varied, with differences in the scope, level and number of personnel involved, and Company C should select channels scientifically and expand them according to the scope of application and career needs. When recruiting senior management, Company C prefers internal recruitment, which has obvious advantages but avoids cronyism. More senior management tends to favor third-party intermediaries, such as headhunters and consulting firms, which is costly but ensures quality. Campus recruitment is preferred for professional positions to reach young talents and increase awareness. Job requirements should be based on scientific research to ensure that the recruitment method is reasonable.

5.3.2 Make full use of the advantages of the network

In order to improve the efficiency of recruitment, SMEs need to reasonably choose the means of recruitment, based on the scientific analysis of job demand and capital investment, network recruitment using modern network to attract recruiters, C company should give full play to the advantages of the network, optimize the recruitment method.

(1) Make full use of the cloud recruitment concept

The era of cloud recruitment comes with the development of cloud computing, storage, and security technologies, with significant advantages, including fast information distribution, efficient services, easy handling of resources, and cost savings to achieve the best recruitment results. Small and medium-sized enterprises are facing financial pressure, traditional recruitment is a waste of manpower and material resources, cloud recruitment reduces costs and provides a convenient way to

find jobs. Although the current rise of cloud recruitment range is small, but the advantages are huge, will rapidly develop and popularize.

(2) Video Recruitment

Video recruitment relies on remote network video, with the advantages of high efficiency, wide coverage and flexible time, saving time for C-companies and interviewees, and reducing venue and travel costs. However, there may also be problems such as biased assessment of candidates' ability, insufficient communication, unstable network status, etc., which affect the recruitment effect. Therefore, companies need to combine video recruitment with on-site interviews to ensure recruitment quality.

5.4 Improvement of enterprise recruitment system

5.4.1 Optimize the recruitment process

Company C needs to set up a perfect recruitment process, plan the time nodes, develop the implementation methods, organize the recruitment according to the human resources plan, and efficiently complete all the links. Recruitment information should be collected in a scientific and comprehensive manner, and the selection and hiring of candidates should be based on a comprehensive assessment of their performance. After confirming the salary and signing the labor contract, the outstanding unsuccessful candidates will be deposited in the talent pool. company C needs to comprehensively grasp the professional ability of candidates, adjust the recruitment process according to the differences in the positions, and ensure the completeness of the information. Let candidates understand the recruitment tendency and details in advance and help them to deeply understand the job requirements.

5.4.2 Strengthen recruitment planning and design

Company C's manpower planning is vague and lacks clear objectives and implementation programs. It is necessary to strengthen the planning and design to

ensure that the objectives are scientific and accurate, and to form an implementable program in combination with the actual situation. Analyze the level, quantity, quality, and work content of employees, and reasonably judge the required quality of positions to realize the matching of people and jobs. Specific links include program development, recruitment, training, incentives, etc., and should cover all human resources functions. C company can develop planning from personnel demand, mobilization, training, assessment, etc. The human resources department takes the lead, each department cooperates with the statistics and needs, and internal module personnel collaborate to ensure that the planning is in line with the current situation and future needs, and each department works accordingly.

6. Summary

With the vigorous emergence and development of SMEs, the recruitment problem has gradually become a bottleneck restricting their further expansion. For SMEs, blind human resource recruitment will not only increase the cost, but also may affect the long-term development of the enterprise. Therefore, SMEs must formulate a scientific and reasonable HR planning program according to their actual needs. This paper takes Company C as a specific case to deeply analyze the problems existing in its recruitment process. A large amount of data on the current situation of recruitment in Company C is collected by means of questionnaire survey. On this basis, a series of hypothetical questions are put forward, and in-depth analysis and empirical research are carried out.

The recruitment countermeasures of Company C proposed in this paper are put forward in response to the recruitment problems and reasons of Company C. It is well adapted to Company C, and at the same time, it is based on the development background of SMEs. At the same time, it is placed in the context of SME development. Due to my limited research capacity, the practical application of the proposed recruitment measures in Company C will require further in-depth research in the future, taking into account the company's talent structure and operational development needs.

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8. Appendix

Appendix A

Your gender:

○Male   ○Female

Your age is:

○18-25 years old

○26-35 years old

○36-45 years old

○46-50 years old

○51 years old and above

How long have you worked for the company?

○0-3 years

○3-5 years

○5-10 years

○10 years or more

Your education level:

○Elementary school education

○High school education

○Above high school

○University/college degree

Your position ___

○Human Resources

○Technology

○Marketing

○Management

6、When you joined the company, you learned about the company's recruitment information through the following channels.

○Internal staff introduction

○Campus recruitment

○Intermediary agencies

○Internet media

○Other

7、Which was your entry assessment method: (Multiple choice)

○Submission of CV

○ Letter of recommendation

○ Interview

○ Assessment centre assignment

○ Entry test (skill test, personality test, psychological test, etc.)

8.Do you think the recruitment work of Company C is standardised?

○ Very irregular

○ Not very irregular

○Average

○Quite regular

○Very regular

9. If you are in HR, which factors do you value more in a candidate when recruiting? Please rank the following options in order of importance from 1 (= the most important) to 7 (=the least important).

A professional skills

B Ideology

C Psychological quality

D Professional ethics

E Work experience

F Grooming etiquette

G Work Attitude

Please sort here: _____

_____

Do you think Company C has a sound human resource planning?

○No planning, only recruit when there is a vacancy

○There is planning within one year

○ Forecasts employee demand based on business development

○Has a good human resource plan

Which of the following do you think is the biggest disadvantage of online recruiting? Please select one.

○Poor recruitment effect

○Recruitment cycle is too long

○Resume matching is too low

○Resume credibility is not high

12. If you are a job seeker, the number one factor that attracts you to a company is Please select one.

○The salary of the organization

○Your own interests and specialties

○Stability of the job

○Opportunities for promotion

13. Which do you think is the biggest problem with current personnel management? Please select one.

○Recruitment

○Training

○Compensation

○Evaluation

14.Does your current job match the expectations you had when you applied for it?

○Very well

○Conforming

○Uncertain

○Not sure

○Very unlikely

15. How challenging do you think the job is?

○Very challenging

○Quite challenging

○ Fair

○ Not challenging

16. Do you think your abilities have been fully utilized?

o To the best of my ability

o Not to the fullest extent

○ Don't feel like it

○ My abilities have been somewhat overlooked

○ There is no opportunity for me to show my talent

17. How much importance do you think the leadership of Company C attaches to recruitment?

○Very little

○Not too much

○Fairly much

○ Quite a lot

○Very much

18. Your current job performance:

○Very good

○Good

○Fair

○Poor

○Very poor

19. How satisfied are you with Company C's recruitment?

○Very dissatisfied

○Unsatisfied

○Fair

○Quite satisfied

○Very satisfied

20. Do you have any intention to leave your job in the near future?

○No

○Uncertain

○Yes

Outline of the interview

1. What do you think are some of Company C's problems with employee recruitment?

2. Can the current level of human resources meet the needs of the company's future development?

3. Do you think the company's recruitment and selection system and methods are scientific? Is the coordination and cooperation between departments smooth?

4. Who are the interviewers? Are they systematically trained?

5. In what ways do you think Company C's recruiting efforts need to be strengthened?

Appendix B：

	Job Title	Job responsibilities

	gene ral man ager	The general manager presides over the meeting of middle-level cadres, coordinates the work of various administrative institutions and plays the role of various functional departments; he is fully responsible for formulating and improving the company's rules and regulations, actively carrying out various reforms, implementing the post responsibility system and constantly improving the company's management level; he presides over the formulation of the company's annual budget, approving the expenditure of major funds and the company's capital; he also presides over the formulation of the company's annual budget and approval of the company's major expenditure and the company's capital. Approve the company's annual budget and expenditure, and the use and distribution of the company's funds.
manage ment team	Dep uty Gen eral Man ager (Tec hnol ogy, Mar ketin g) Dep uty Gen eral Man	Comprehensive control of the company's new and old product development, renovation and reorganisation and other design work; organisation of the development of design solutions and monitoring and management; organisation of the design of customised solutions and the whole process of monitoring and auditing; comprehensively formulate the company's marketing plan, policy; comprehensively formulate the market development of the strategic objectives, and co-ordinate with internal and external relations to ensure the implementation of the objectives Macro-control of the company's manufacturing (manufacturing process) process management and its optimisation; comprehensively formulate the production and manufacturing plans; manufacturing cost control (efficiency, personnel / equipment utilisation, purchasing / outsourcing costs); formulate the safety of the system, and comprehensively monitor the safety of the work of production operation.

	ager (Pro ducti on)	
	Dep uty Gen eral Man ager (Pers onne l, Fina nce)	Macro control of the company's financial management and overall budget; comprehensive control of the company's financial expenses, cost accounting; comprehensive organisation of the development of the company's internal rules and regulations, and the implementation of the operation of the whole process of monitoring; the systematic management and monitoring of human resources, including deployment, recruitment, compensation and benefits; comprehensive development of integrated business management processes and control of the actual operation; macro control of the party work of the arrangements, implementation
	Tech nical Mini ster	Mainly responsible for product development and technical management; personnel management of the technical department; daily management of the technical department; technical support for marketing projects (specialised machines).
	Dire ctor of Tech nical Offi	Respectively in charge of the mechanical part, the electrical part, the process part of the R & D design rectification work; organise the team staff with the marketing department to do a good job of pre-sales and after-sales technical support and other work; organise the team staff with the manufacturing department to do a good job of the product into the process of technical services and guidance, etc.; to do a good job of the ideological work of the staff of the

	ce	room to ensure that the staff feel at ease at work, and timely for the staff to solve their problems.
technical department	Mechanical Designer	Mainly responsible for the reasonableness of the structure and performance of the product, as well as the craftsmanship of the components, ease of maintenance and reliability, the main parameters, the main calculations and the correctness of the dimensions of the link between the components.
	Electrical Designer	Mainly responsible for completing the design of electrical control principles, logic interlocks, data communication and other aspects of each product according to the specific functional requirements of the product.
	Assembly Technician	Mainly responsible for product assembly process guidance documents, tooling, measuring and checking fixtures, process improvement, etc.
	Minister of Quality	Overall responsibility for the company's quality management. Responsible for the company's corporate total quality management assurance system, responsible for the management of the department's personnel.
quality department	Parts Inspector	Responsible for the incoming inspection of the company's parts and the determination of the reasons for the failure of the parts. Inspect the machining samples of the company's products and make judgement on the final accuracy of the samples.
	Product Inspector	Responsible for the inspection of the assembly process of the company's products and the collection inspection of the products, and issue the certificate of conformity of the products.

	Laser Inspector	Responsible for product laser calibration, inspection, and inspection of other professional instruments.
	Head of Finance Department	Daily financial review and reimbursement; daily approval of the company's budget; daily approval and authorisation of the company's online banking; control of the company's balance of funds payable; mastery of the division's capital flow to achieve the use of funds.
	Cost accountant	Responsible for cost control, cost measurement, audit and cost analysis; responsible for the development of cost and expense indicators for each department, and supervise and check the implementation of the cost plan for each department; responsible for cost accounting in accordance with the accounting system, cost accounting, accrual, apportionment of costs and carry forward, the correct preparation of cost and expense statements for the departments in charge; responsible for accounting for the difference between the actual cost of all kinds of materials and the planned cost of the enterprise, and reasonably assess cost differences; registering bank deposits; registering the difference in the cost of all kinds of materials and the actual cost of all kinds of materials, and reasonably Register the bank deposit journal; make corresponding adjustments at the end of the month according to the bank deposit statement in a timely manner, so as to match the bank statement; register the cash and bank journals, so as to achieve month-end and day-to-day clearing, to ensure that the accounts are in line with the certificates, the accounts are in line with the account, the accounts are in line with the account, and the errors found in a timely manner to investigate and rectify; according to the scrap reported by the various departments to prepare the vouchers; maintenance of the cost data.

financial departme nt	Cost Acc ount ant	Responsible for the accounting and analysis of management expenses, financial expenses and sales expenses; responsible for the reimbursement of various expenses and regularly submit the original documents for reimbursement; responsible for bank settlement, bank deposit and withdrawal and transfer operations, and regularly print and retrieve bank statements; responsible for the formulation of the enterprise's monthly liquidity plan and real-time tracking of the implementation of the plan; responsible for the investigation and analysis of the use of enterprise funds and timely submission of fund use. It is responsible for conducting investigation and analysis on the use of enterprise funds and submitting analysis reports on the use of funds in a timely manner; it is responsible for applying for relevant procedures for payment of funds to the relevant departments and individuals in accordance with the authority and procedures stipulated in the regulations; it is also responsible for reviewing the settlement of receipts and expenditures of economic matters of each operation section according to the relevant provisions of the financial management system and expenditure standards and filling out the vouchers of the corresponding accounting items; it is also responsible for compiling and submitting the daily report on the use of funds; Handle bank deposits, withdrawals and transfers according to the correct procedures.
	Bud get Man ager	Responsible for collecting, collating and analysing financial information and data required for budget preparation; coordinating the budget work of various departments of the company; responsible for preparing the overall operating budget of the enterprise and for Responsible for budget tracking and management; responsible for preparing budget analysis report; responsible for monthly actual data imported into the budget management software; responsible for internal control work; responsible for fixed assets Responsible for the bookkeeping of fixed assets, regular extraction of fixed asset depreciation fund, and the inventory, stocktaking and occasional spot check of fixed assets.
	Tax	Responsible for the accrual of all kinds of taxes payable, completing tax returns

	Plan ner	in accordance with the tax declaration process; preparing accounting statements and all kinds of tax returns; responsible for the purchase of receipts, invoices, storage, use and validation work, custody, use and validation of receipts, invoices; tax-related vouchers account processing work; responsible for sales invoicing, auditing sales documents, timely statistics, sales data verification, and preparation of sales daily reports, and timely provision of tax returns. And prepare daily sales reports to provide timely accounting information; responsible for undertaking other matters related to taxation.
	Mar ketin g Dire ctor	Comprehensively responsible for the day-to-day management of the department; decomposition and implementation of the Division's annual policy objectives and the implementation of business objectives; establish, improve the rules and regulations and promote the work of the department; responsible for market development, project tracking; responsible for the completion of the task of sales return; to complete the leadership of the other temporary task.
	Insid e Sale s	Responsible for the company's product sales contract management before the meeting; timely contact with the regional manager, master sales dynamics, to assist the head of the department in a timely manner to the company's relevant departments to update the product sales situation and timely report to the higher level; responsible for the sales of statistical reports, statistics, such as accounts receivable, and the day-to-day management of the Department of comprehensive affairs.
Marketin g Departm ent	Tech nical Supp ort	Provide technical support to help complete the sales task; do a good job in the project bidding for the preliminary work, develop technical solutions, participate in the bidding process; responsible for the user's technical questions; do a good job on the technical training of the sales staff; the preparation of product technical promotional materials; on time to complete the company leadership of the other tasks assigned by the leadership;
	Sale sma	Strictly abide by the company's rules and regulations and national laws, to assist the superiors to complete the marketing management; loyalty to the company,

	n	love of the sales profession, focus on sales work; familiar with industry knowledge, enterprise knowledge and product knowledge and master sales knowledge and skills; actively develop business, quality and quantity on time to complete the task indicators issued by the superiors; maintenance of the old customers, expanding the new market, establishing and expanding the sales network, enhance the sales; constantly learn new knowledge and new technologies to enhance their professional ability and professional quality; constantly learn new knowledge and new technologies to enhance their professional ability and professional quality. Sales; constantly learn new knowledge and technology to improve their professional ability and professional quality;
	After Sales Service Manager Administrator	Responsible for after-sales service three packages and related work; co-ordination of service personnel user services and make a good record of the work; responsible for the management of user service archives; responsible for the contract Management of product spare parts and product shipment, and make a good record; organisation of user technical training; on time to complete other tasks assigned by the leadership of the company. The company will also organise technical training for users and complete other tasks assigned by the company's leaders on time;
	Director of Manufacturing	Overall responsible for the day-to-day management of the department; organisation of the development of specific manufacturing (manufacturing process) processes and production plans; decomposition and implementation of the Division's annual production policy objectives and Production target implementation; organisation of production safety management, reasonable production scheduling; organisation of the formulation of reasonable outsourcing, procurement plans, and monitor its implementation and operation;

		organisation of the production of all aspects of technical preparations. Organise technical preparations for all stages of production.
	Plan ner	Prepare and deliver parts, outsourcing parts, standard parts plan and temporary additional parts plan according to the design catalogue; prepare and deliver contract product rolling plan, contract product distribution table, supporting rolling plan; responsible for the preparation of the production of parts, outsourcing parts, standard parts plan and temporary additional parts plan. Preparation and issuance of contracted products rolling plan; preparation and issuance of contracted products distribution table and supporting rolling plan; preparation of minutes of regular production scheduling meeting; preparation of monthly summary of the work of the Manufacturing Department; preparation of product prices and material costs; preparation of monthly product products and actual output. Completion of the production report and the actual production report; complete other tasks assigned by the leadership.
	Stor ekee per	Responsible for receiving, counting and accounting for parts and purchased parts, and keeping them effectively to ensure that they are not knocked or rusted, and to achieve consistency in accounting; according to the inventory situation and production needs to regularly report the demand for the above items. According to the inventory situation and production needs to regularly report the demand plan and scrap plan of the above items; responsible for the issuance of parts and under the account; responsible for the feedback of the shortage of materials; responsible for the warehousing of daily reports Inventory report; Regular inventory of parts; Other duties as assigned by leaders.
	Purc hase r	Coordinate the acceptance of the purchased materials, and other procedures, the acceptance of unqualified materials are responsible for the replacement, return and other matters and accountability; with the relevant departments, to participate in the bidding price review, negotiation; to reduce the use of funds, reduce procurement costs; for the site production of the chase to ensure the smooth progress of production; responsible for the completion of the leadership

		of the other work temporarily assigned.
worksho ps	Secti on Man ager	Mainly assist the workshop director to organise on-site production, including on-site scheduling, on-site environmental management, on-site safety management; responsible for the management of attendance of the section personnel and the formation of attendance records; responsible for completing a variety of temporary work arranged by the leadership.
	Asse mbly Cla mps man	Assembling qualified products according to the requirements of technical documents, and completing the assembly of products with the co-operation of electricians.
	Asse mbly elect ricia n	To assemble qualified products according to the requirements of technical documents, and to complete the assembly of products with the cooperation of electricians.
	Mill wrig ht	To be able to complete the grinding process of qualified parts quickly according to the technical requirements.
	Over head Cran e Wor ker	Completes the lifting of parts, components and the whole machine according to the requirements of the production line staff and ensures the safety.

DECLARATION

on authenticity and public assess of mater's thesis

Student's name: _____Chen wenzhe_____

Student's Neptun   ID: _____A84E4F_____

Title of the document: _____Talent Recruitment and Selection in Shandong Province Guojin Automobile Manufacturing Company (Company C)___

Year of publication: _____2024_____

Department: _____Institute of Agricultural and Food Economics_____

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STATEMENT ON CONSULTATION PRACTICES

As a supervisor of ____Chen wenzhe__ (Student's name) ____A84E4F____(Student's NEPTUN ID), I here declare that the final essay/thesis/master's thesis/portfolio has been reviewed by me, the student was informed about the requirements of literary sources management and its legal and ethical rules.

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Place and date: Gödöllő, 12 March 2024

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